

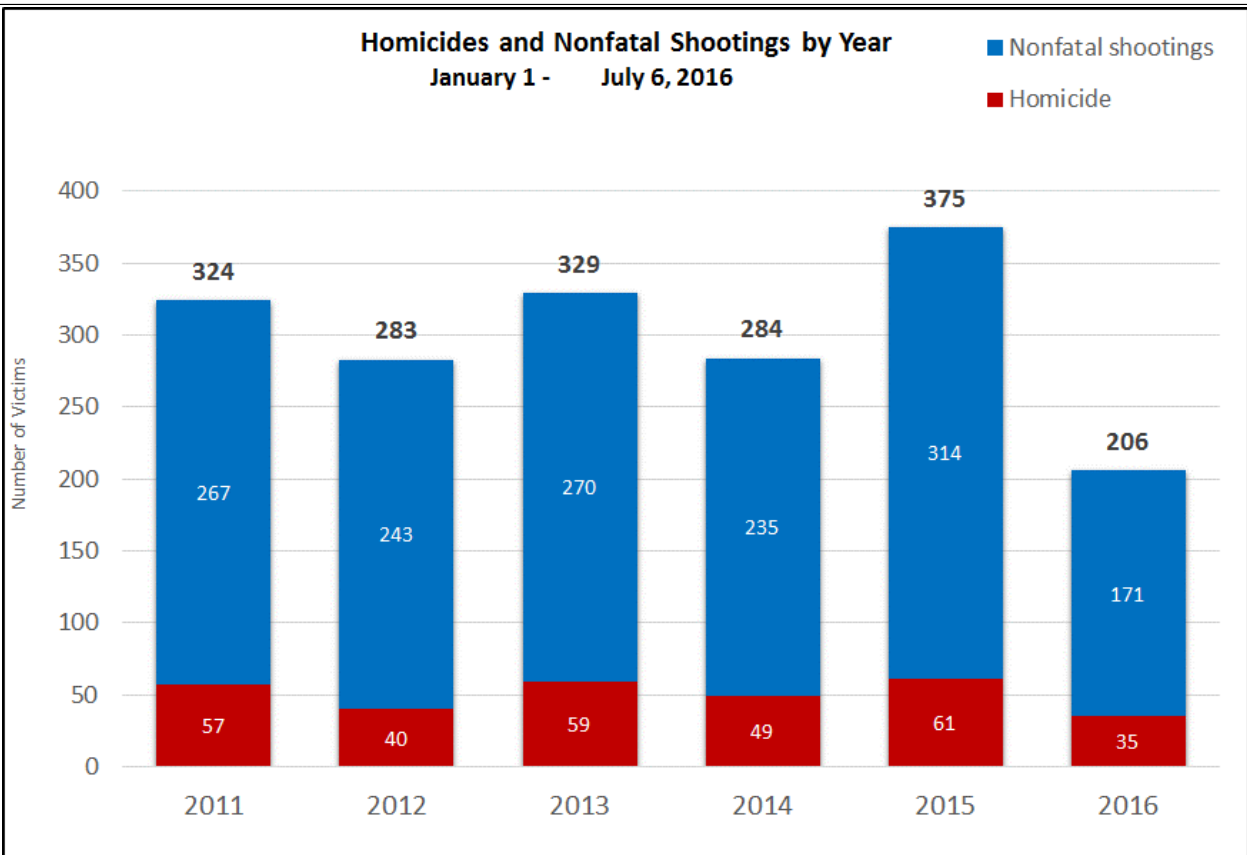
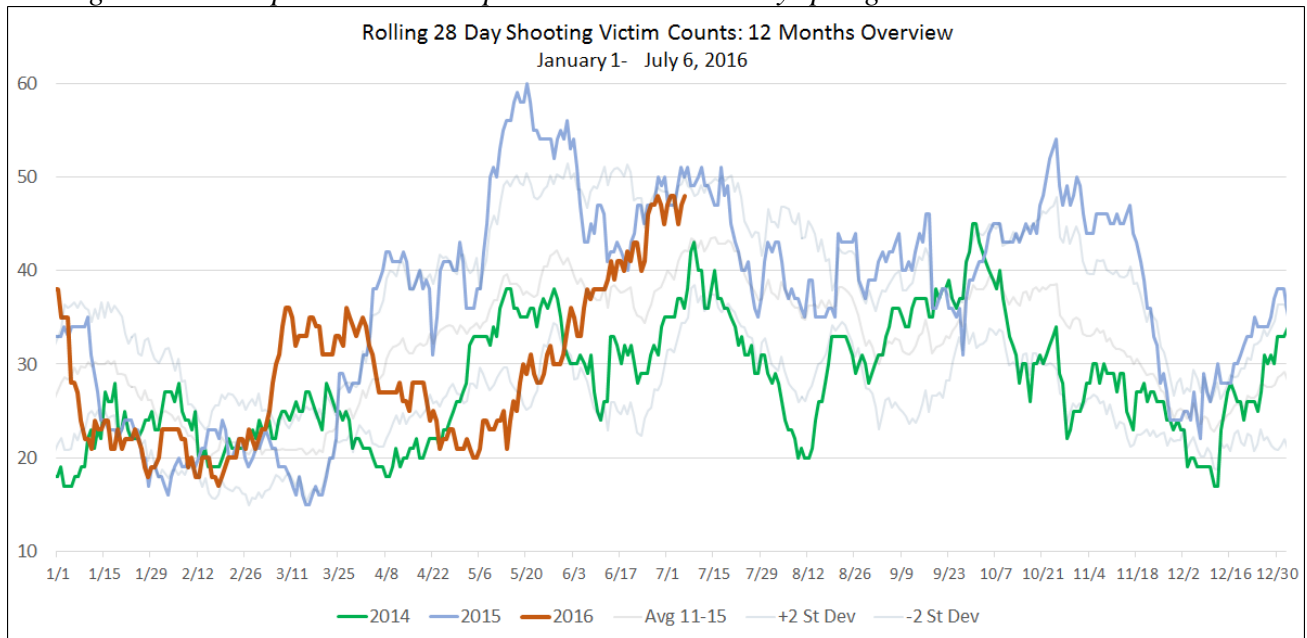
POLICESTAT MEMORANDUM

Meeting Summary.

Following is a summary of the issues discussed at the PoliceStat meeting on July 7, 2016.
Analysis provided by the Office of Performance and Data Analytics.

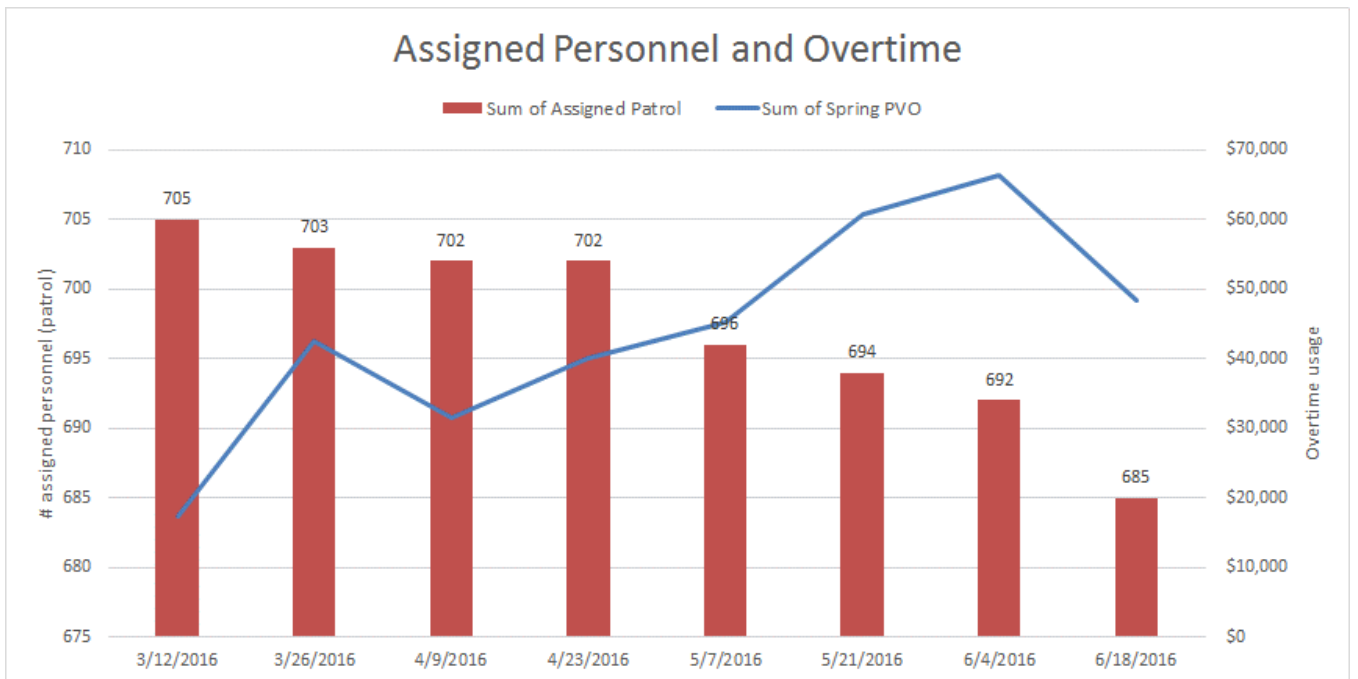
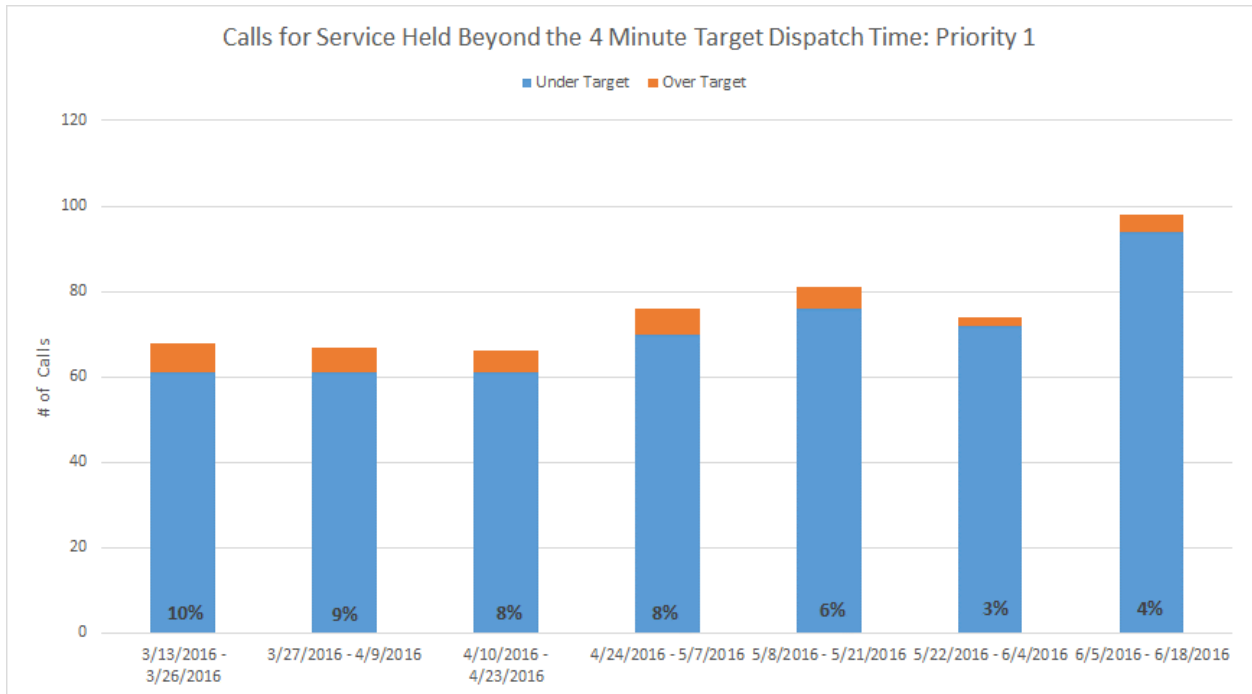
CITYWIDE CRIME UPDATE

Goal: *The goal of this discussion is to ensure resources are strategically deployed to mitigate the anticipated seasonal spike in violence in early spring.*



Citywide

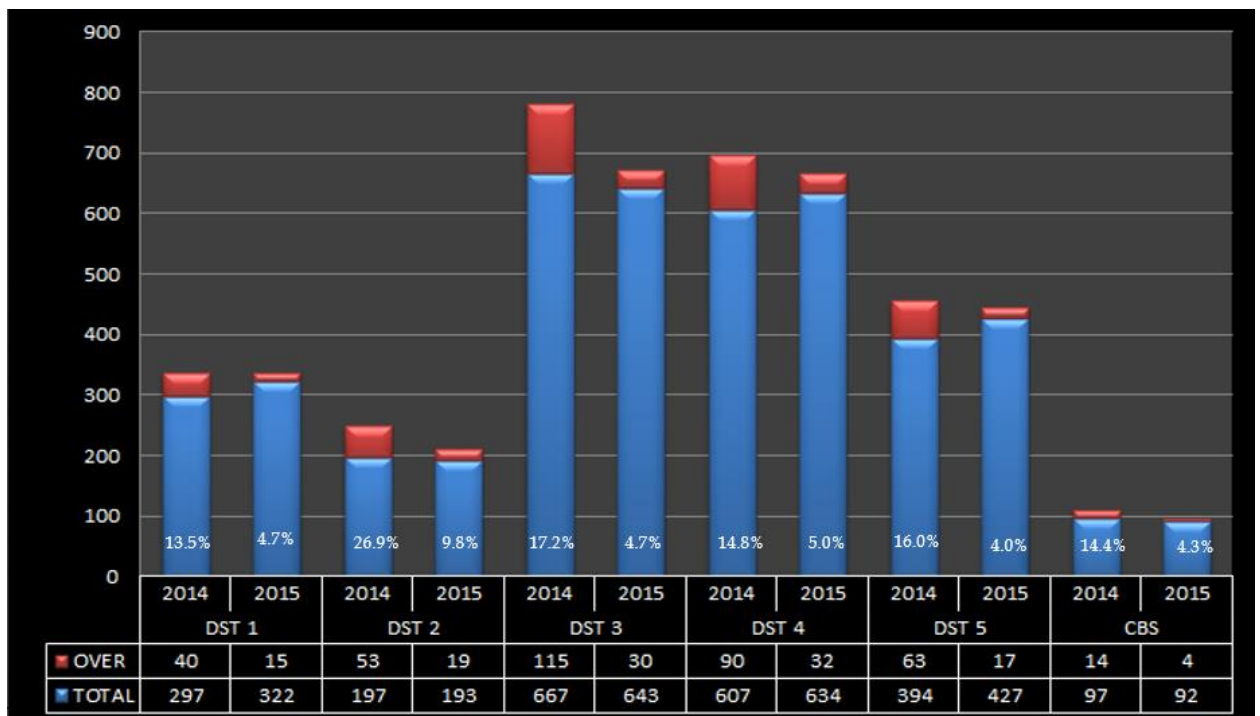
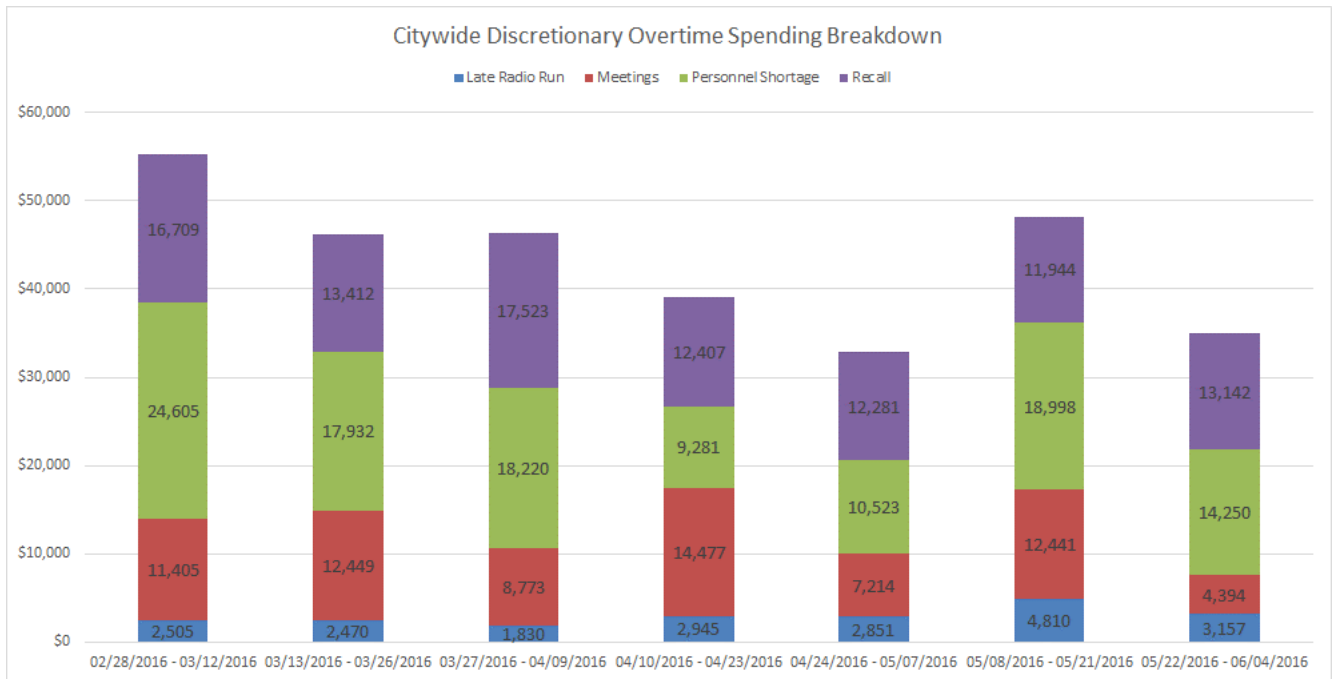
POLICESTAT MEMORANDUM



Citywide

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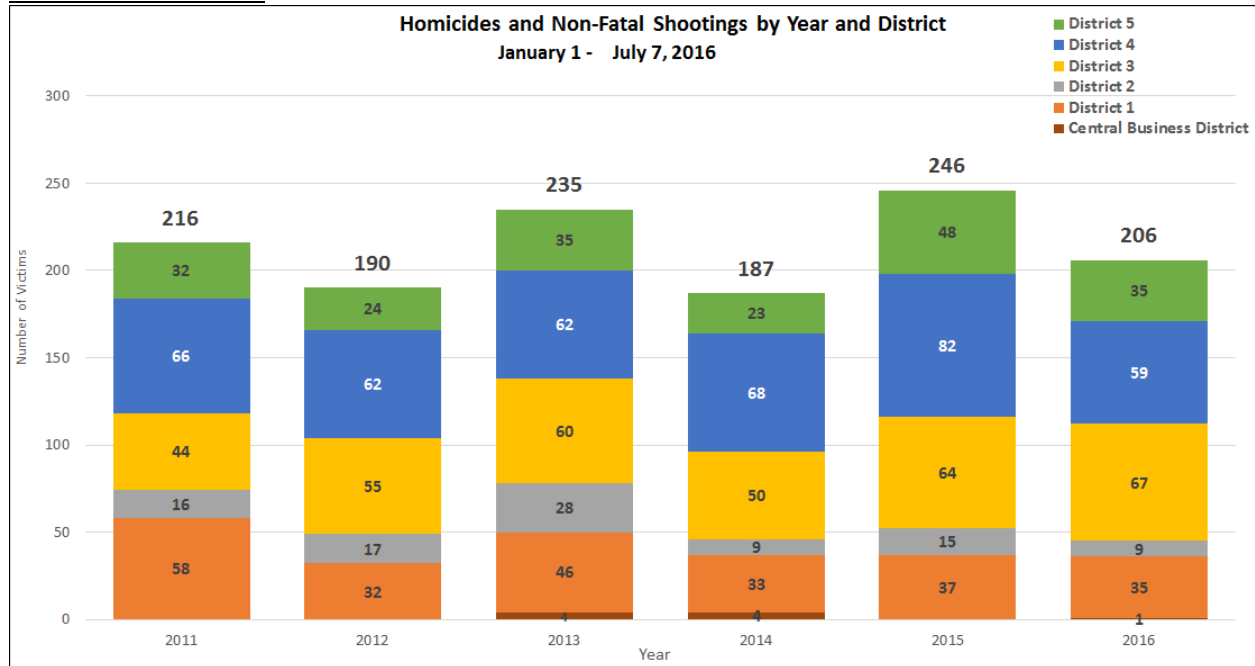
Citywide



PRIORITY 1 CALLS FOR SERVICE ARE EMERGENCY CALLS WITH AN EXPECTATION OF A RAPID RESPONSE. THE PERFORMANCE OBJECTIVE FOR CPD IS TO HAVE OFFICERS DISPATCHED UNDER 4 MINUTES. IN 2014, CPD RECEIVED 2,259 PRIORITY 1 CALLS AND WERE DISPATCHED TO 1,884 CFS WITHIN THE TARGET TIME FRAME. IN 2015, THERE WERE 2,311 PRIORITY 1 CALLS AND WERE DISPATCHED TO 2,194 WITHIN THE TARGET TIME FRAME.

POLICESTAT MEMORANDUM

DISTRICT ANALYSIS



District One Primary Issue(s): Gun Violence

Responses: Violent locations identified, augmented hotspot patrols, Victim Impact Strategy, target prolific offenders

District Two Primary Issue(s): Gang Violence, Robberies, Heroin Overdoses

Responses: Focus on problem locations and offenders, partner with HamCo Heroin Task Force

District Three Primary Issue(s): Shootings, Aggravated Assaults, Shootings

Responses: investigation of factors leading to robberies, hotspot patrols, PIVOT deployment, NEP commencing

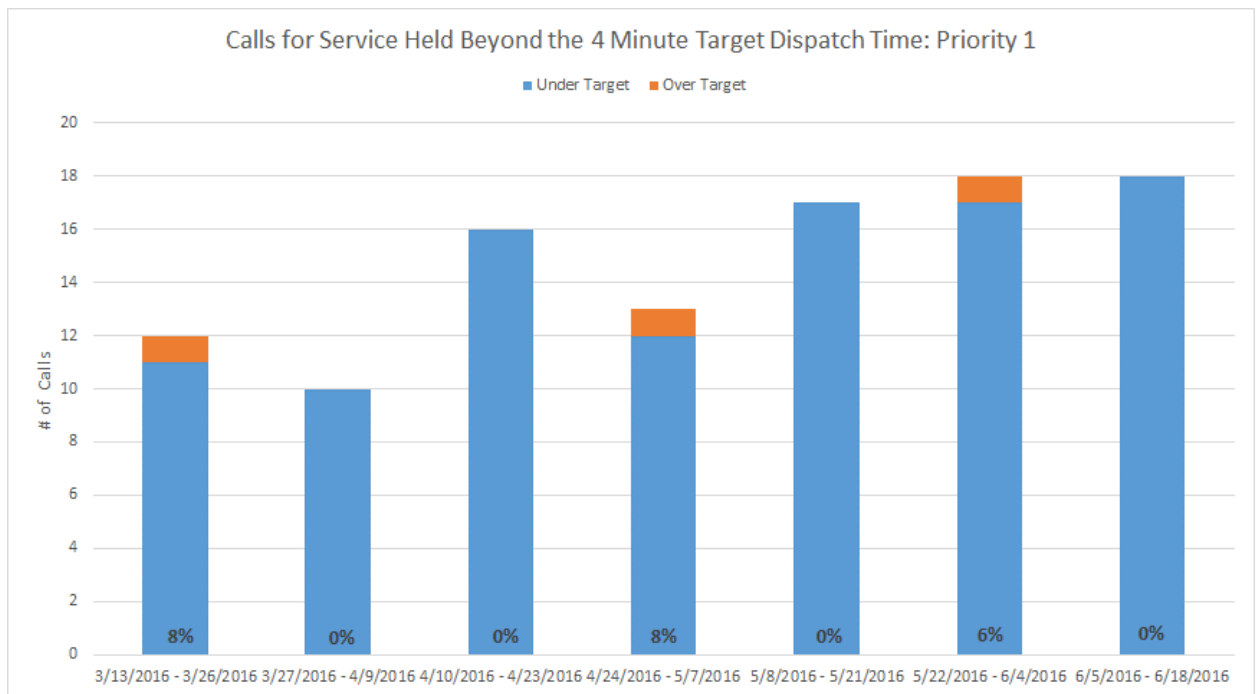
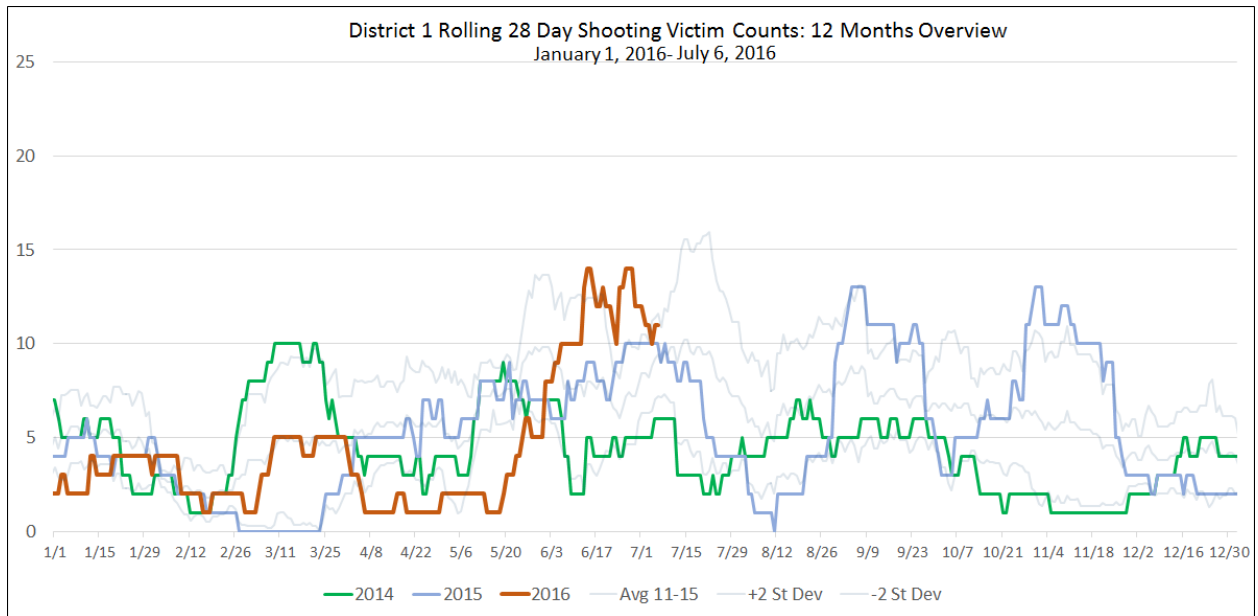
District Four Primary Issue(s): Shootings (Led City in 2015)

Responses: top violent locations identified, repeat shooting locations identified, PIVOT deployment

District Five Primary Issue(s): Aggravated Assaults / Shooting Violence

Responses: Location, victim and offender based Responses, PIVOT locations identified

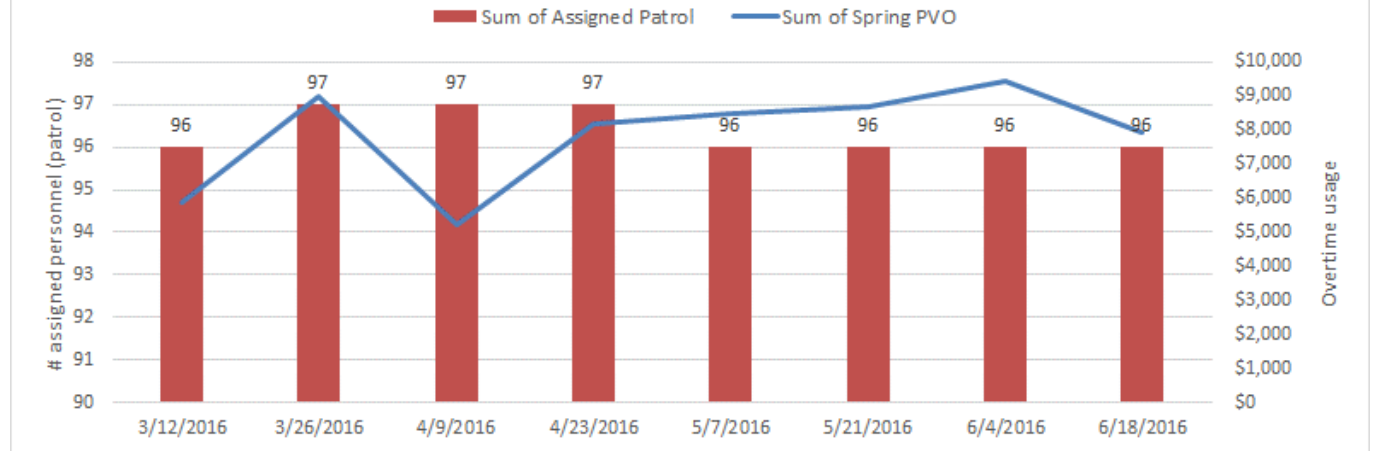
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District 1

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Assigned Personnel and Overtime



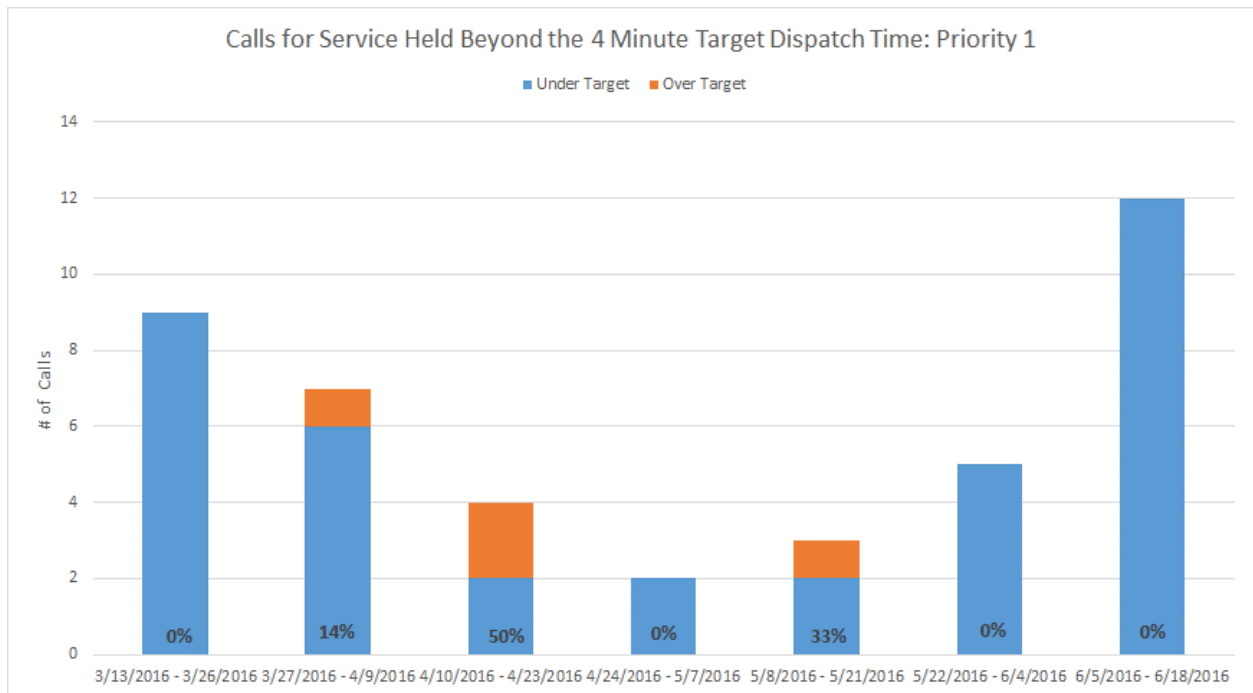
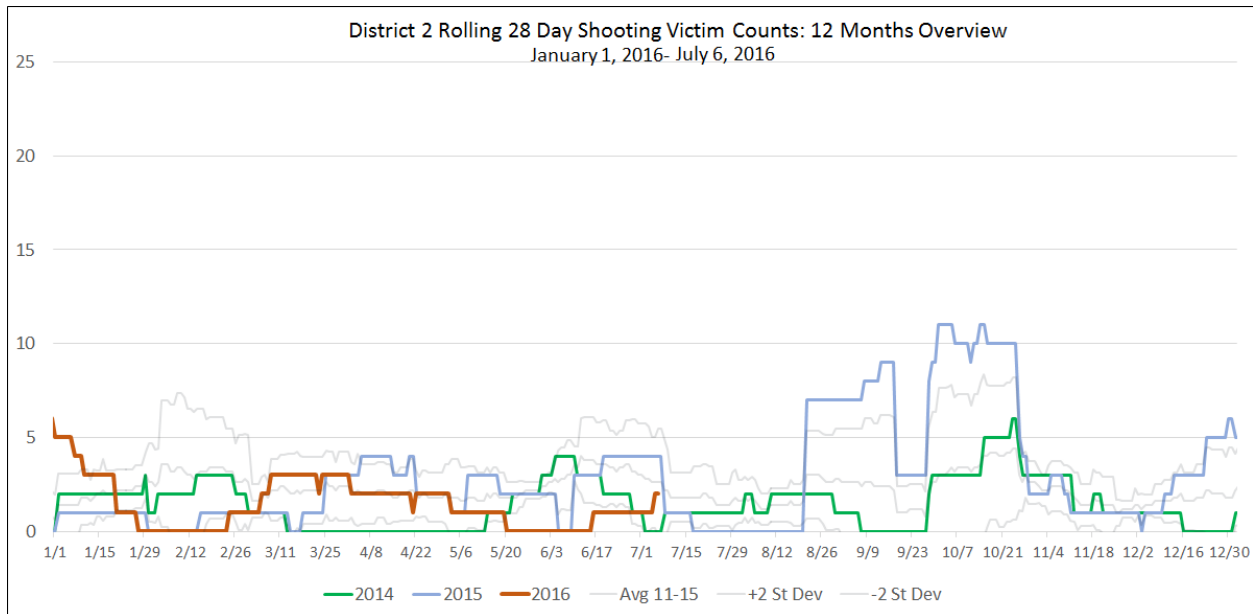
District 1

District 1 Discretionary Overtime Spending Breakdown

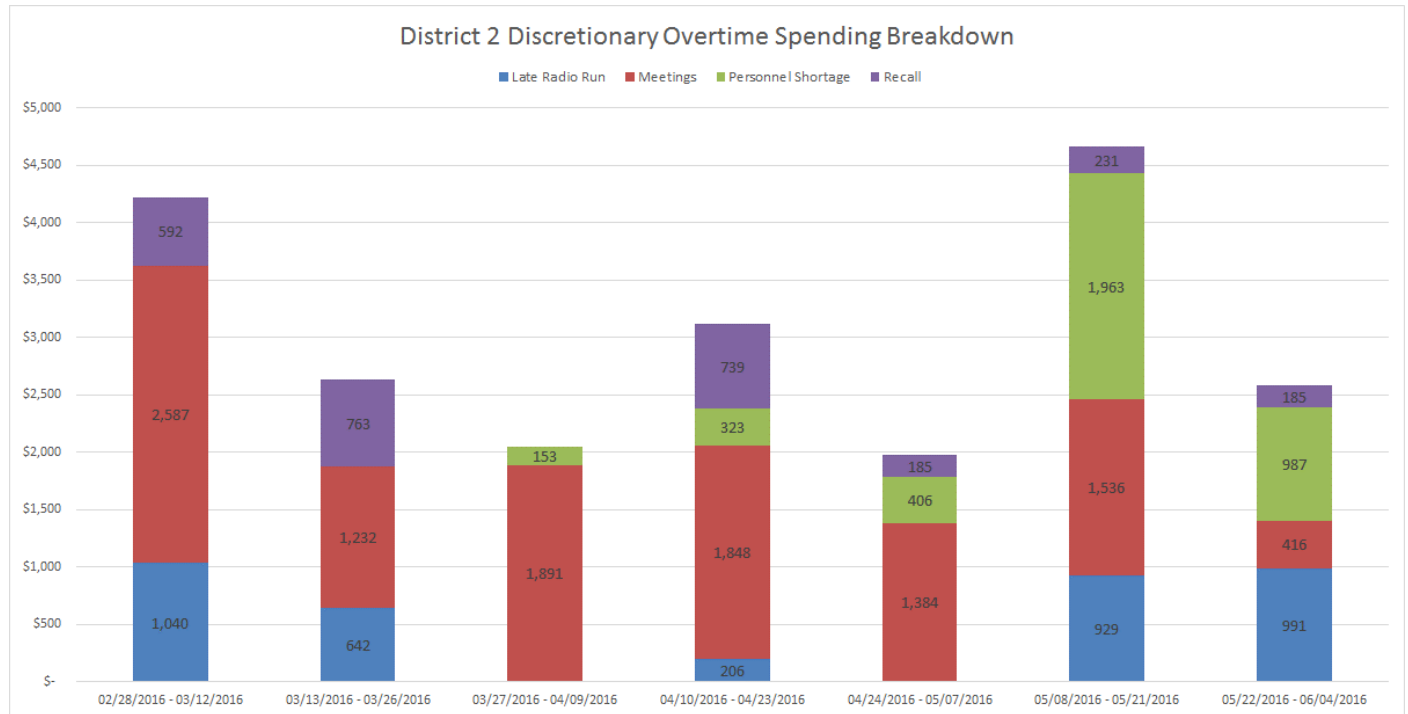
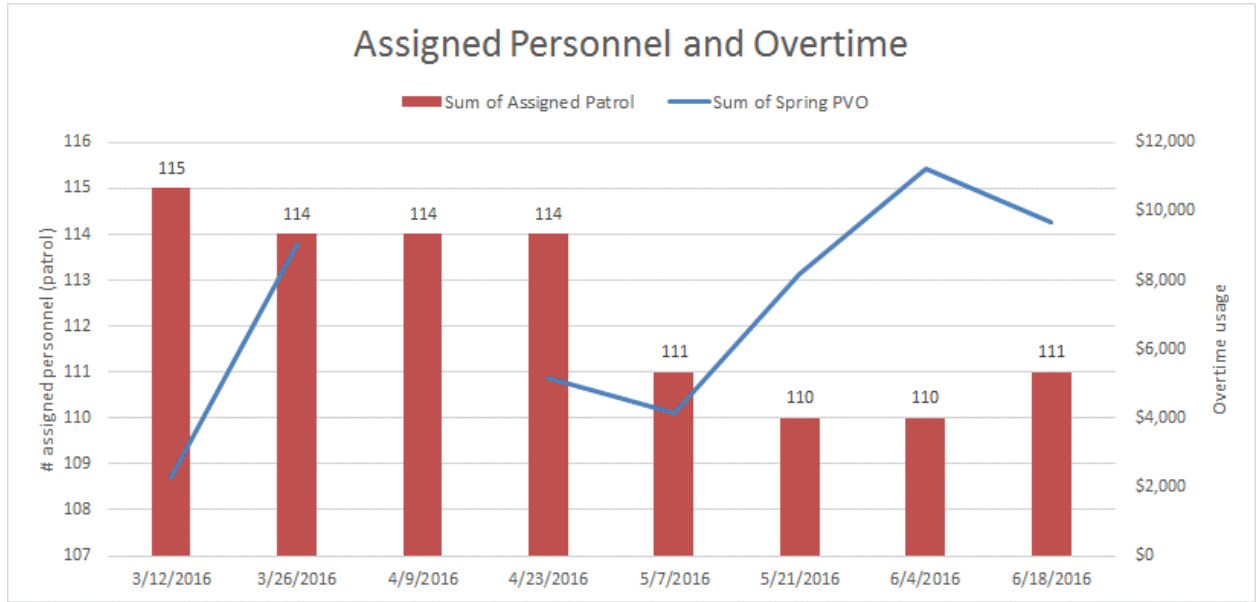


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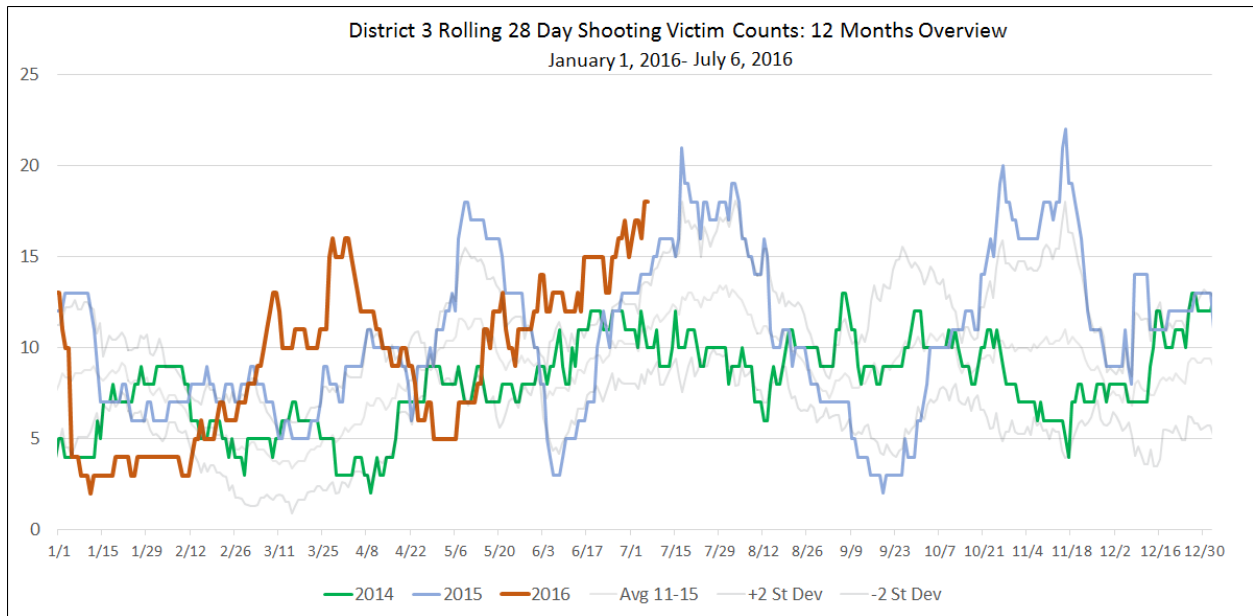
District 2



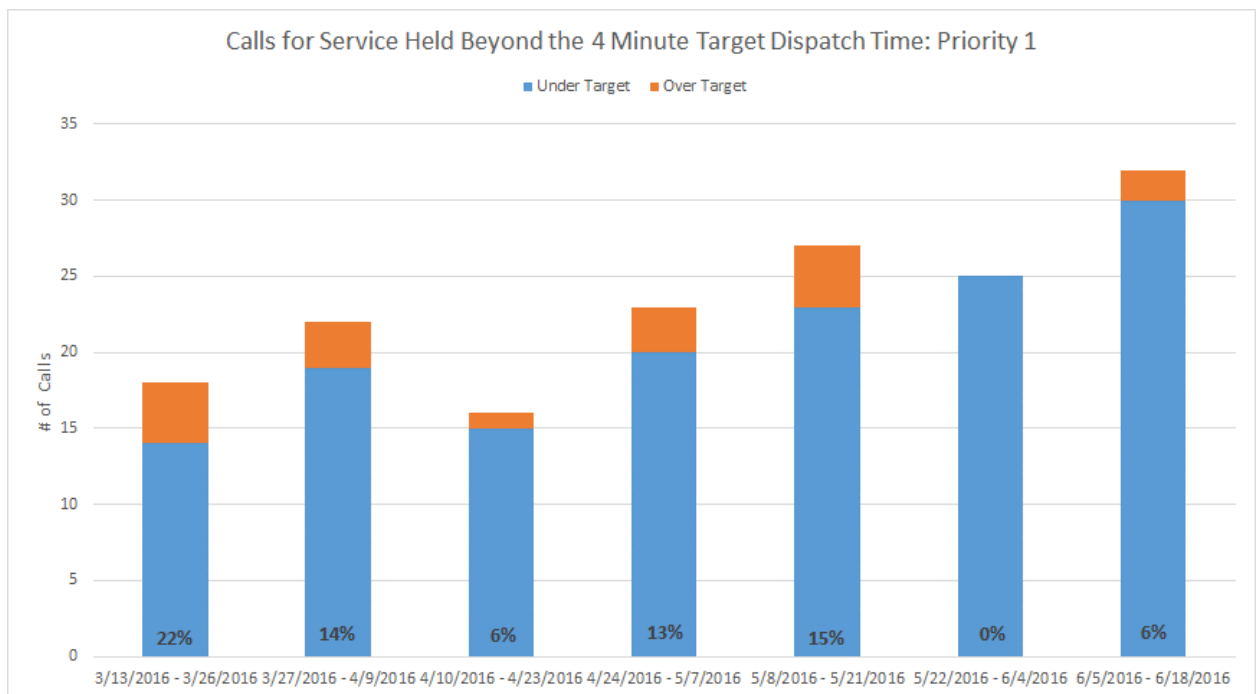
District 2



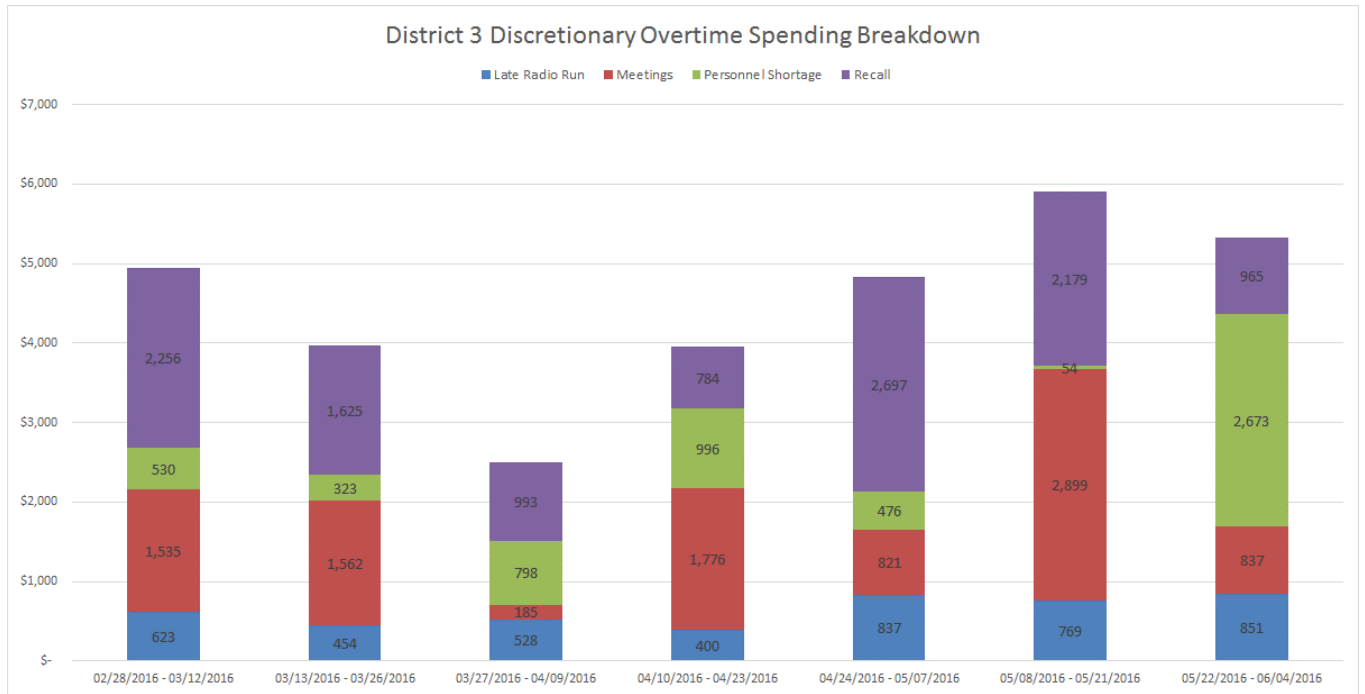
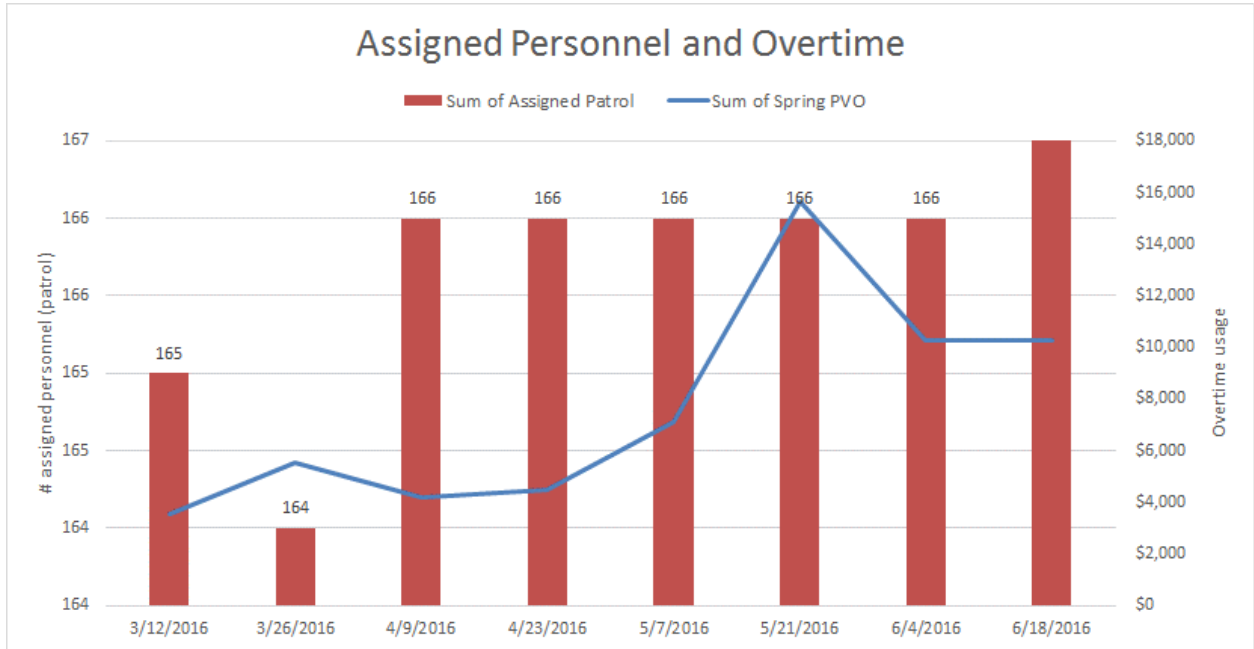
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District 3

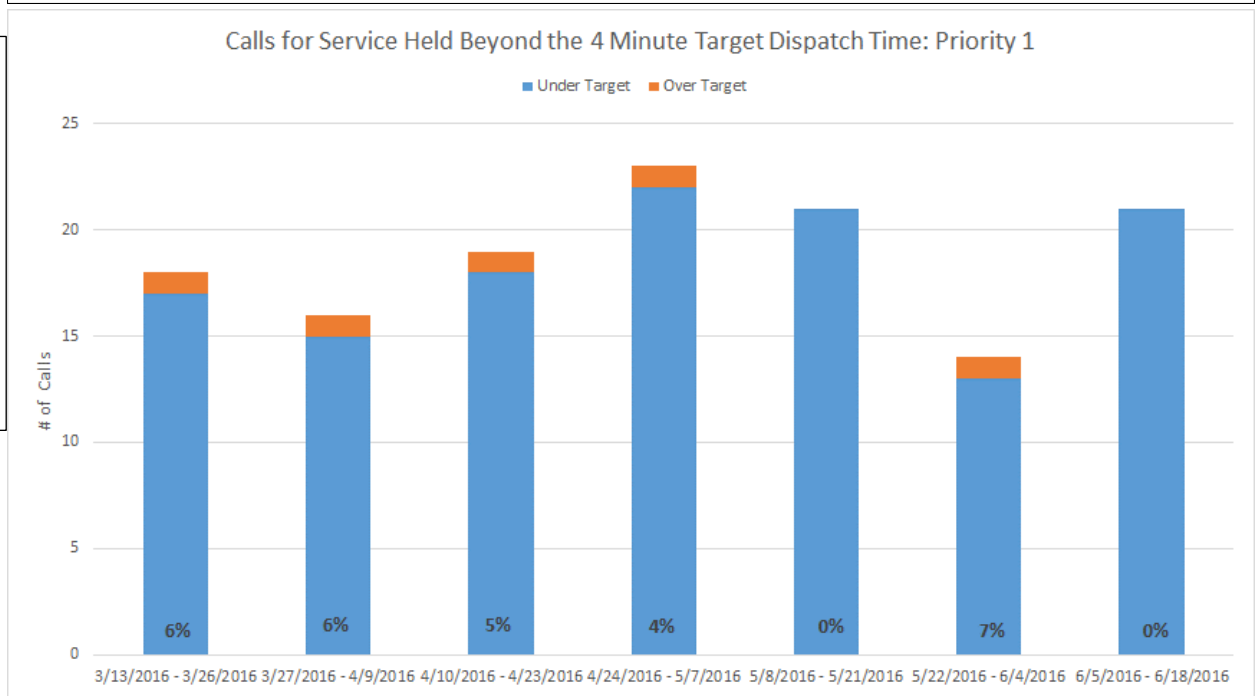
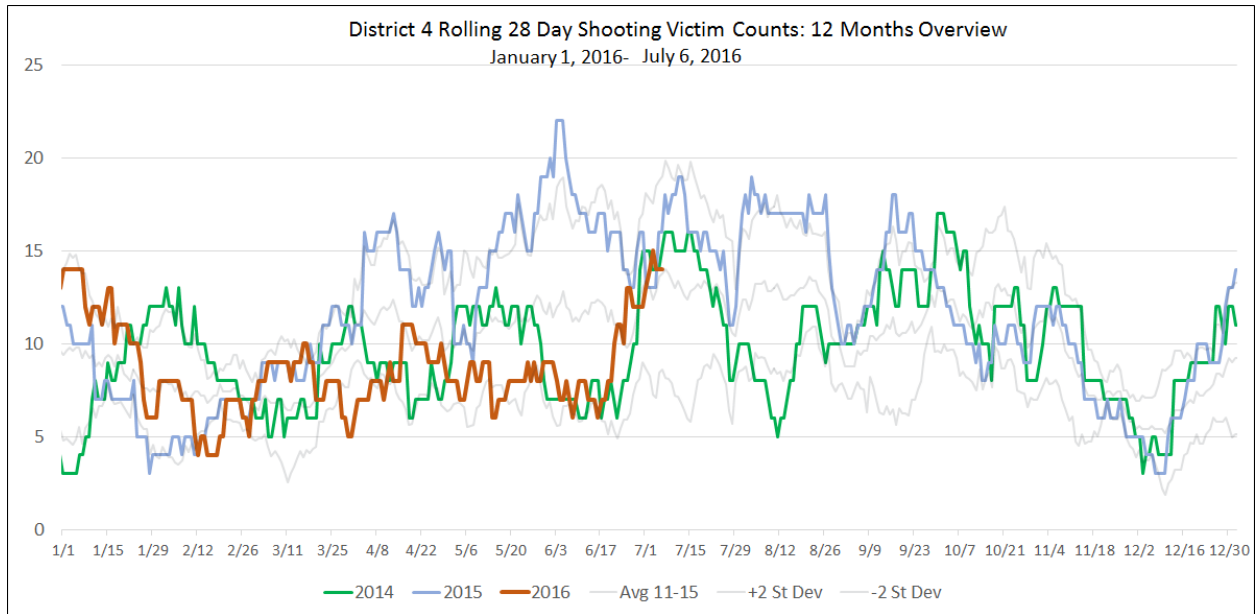


District 3



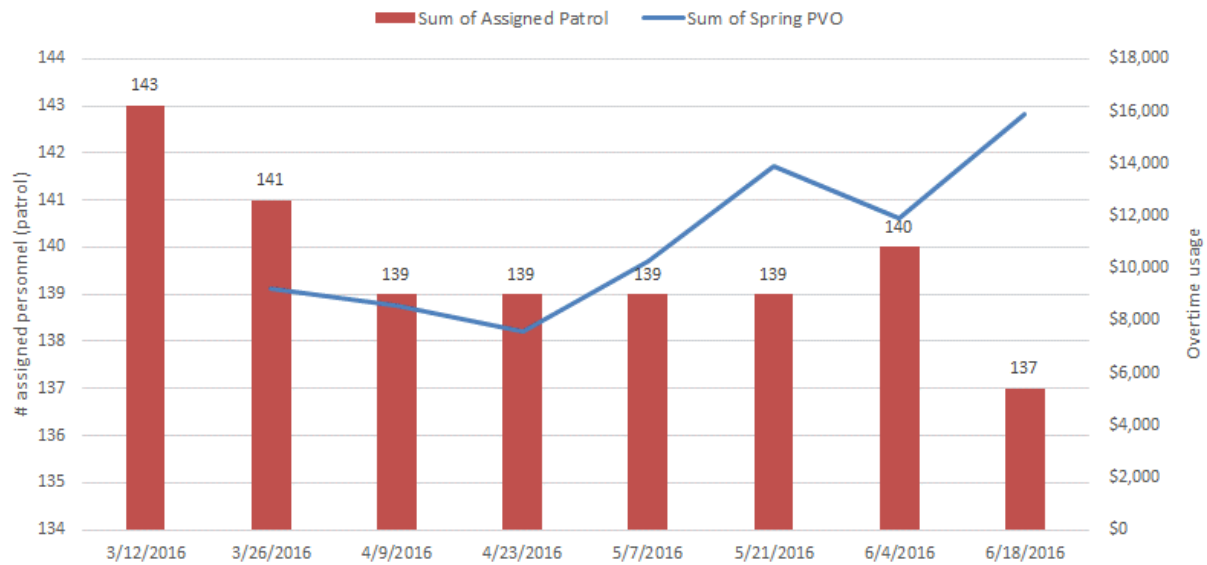
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District 4

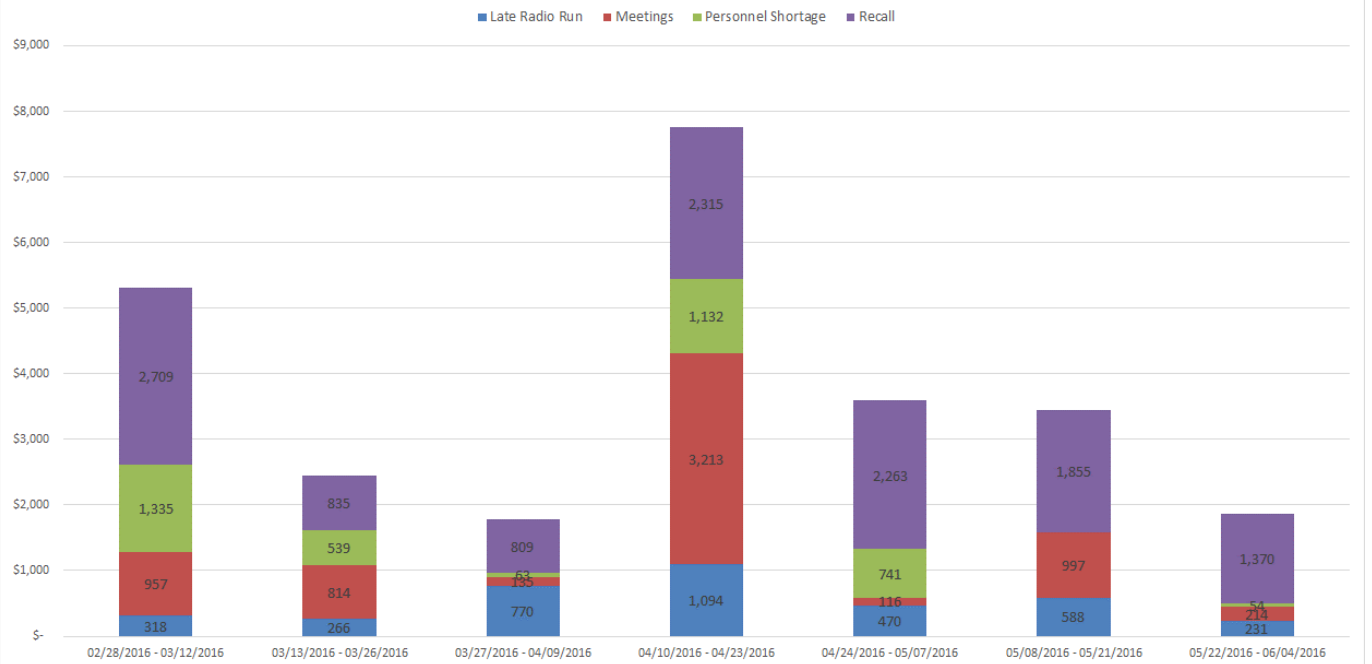


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Assigned Personnel and Overtime

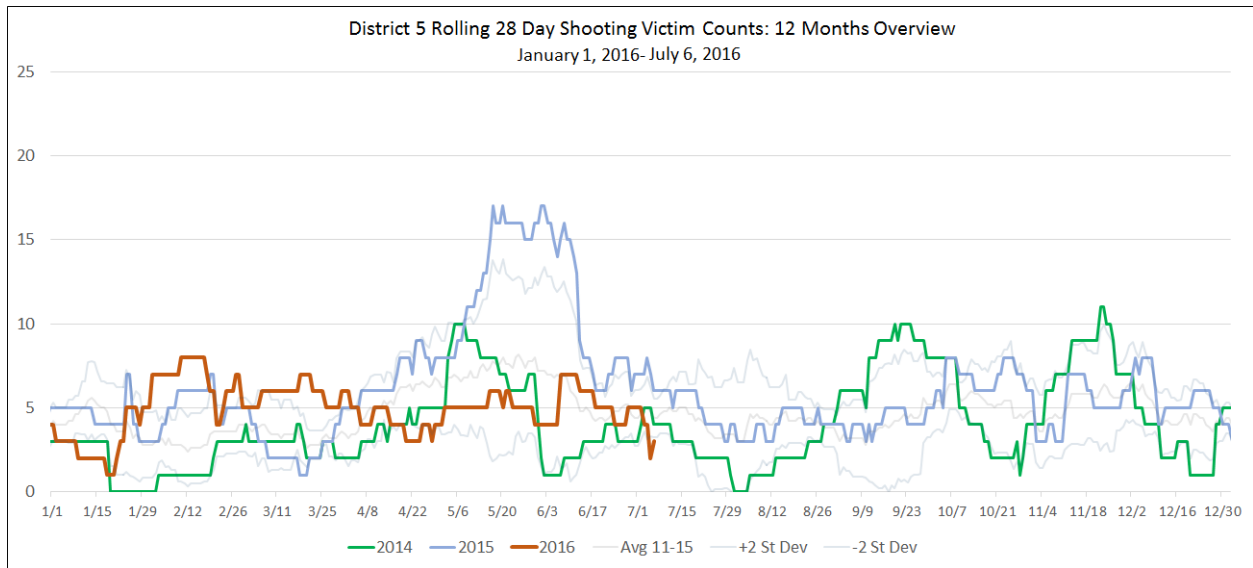


District 4 Discretionary Overtime Spending Breakdown

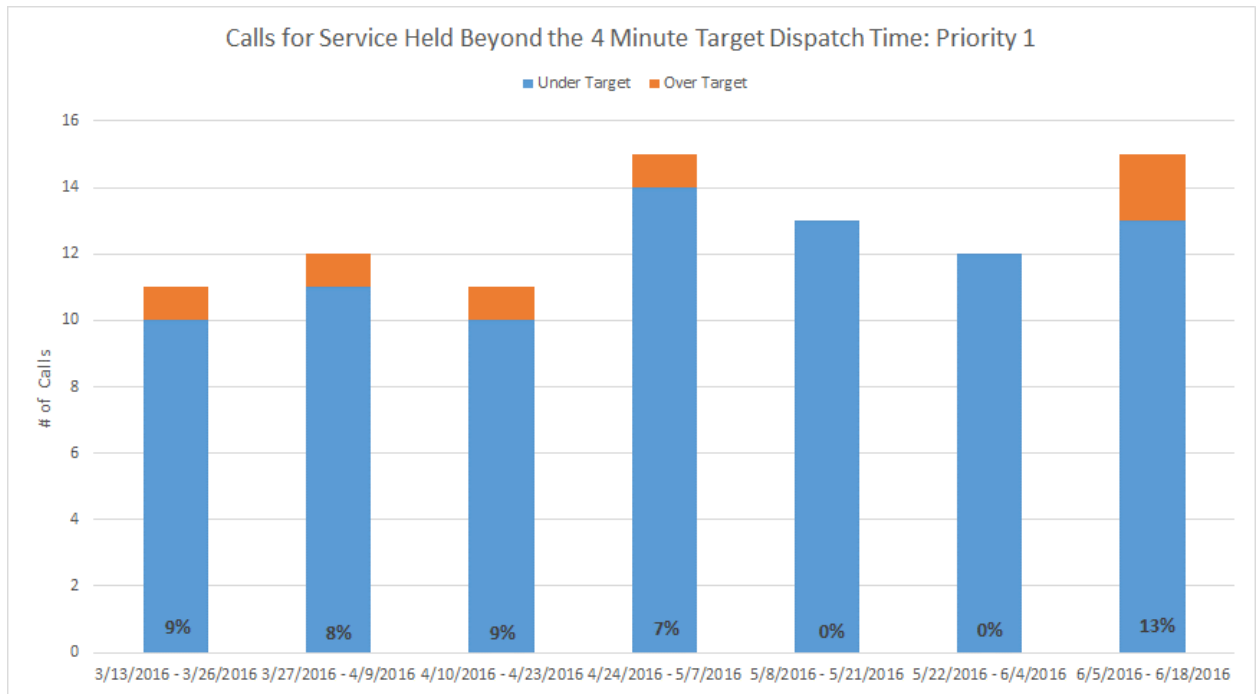


District 4

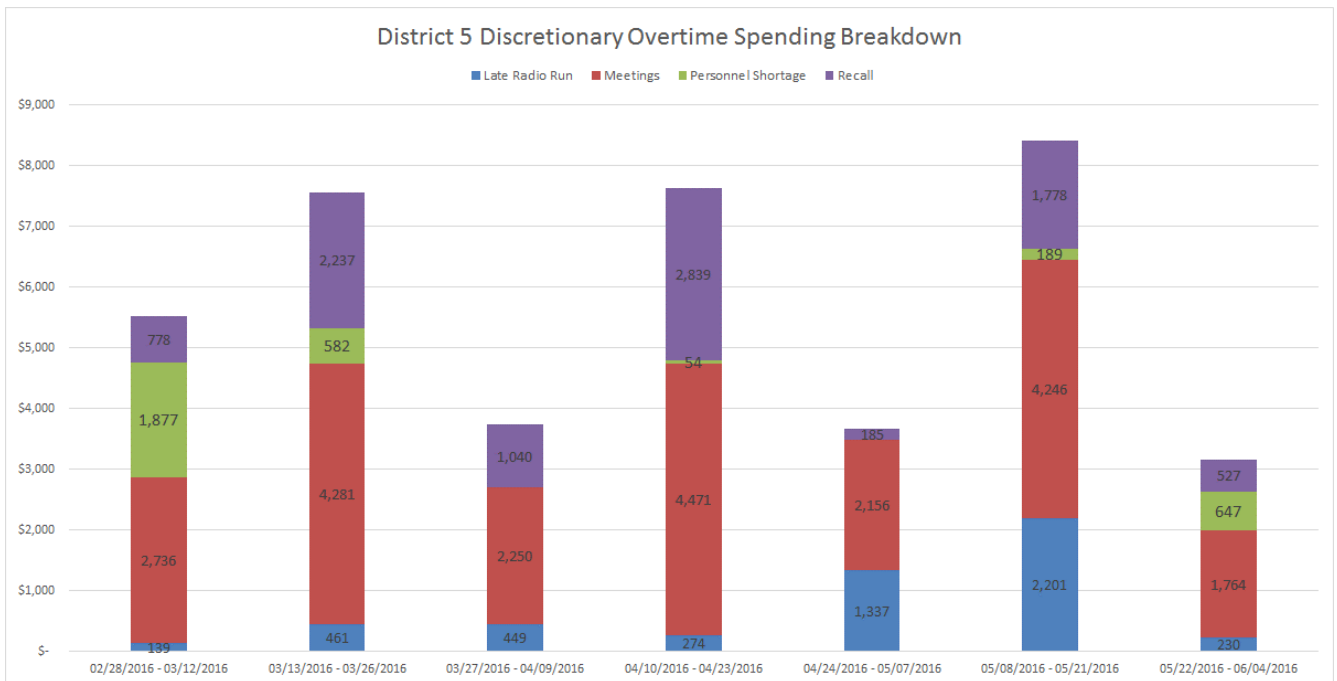
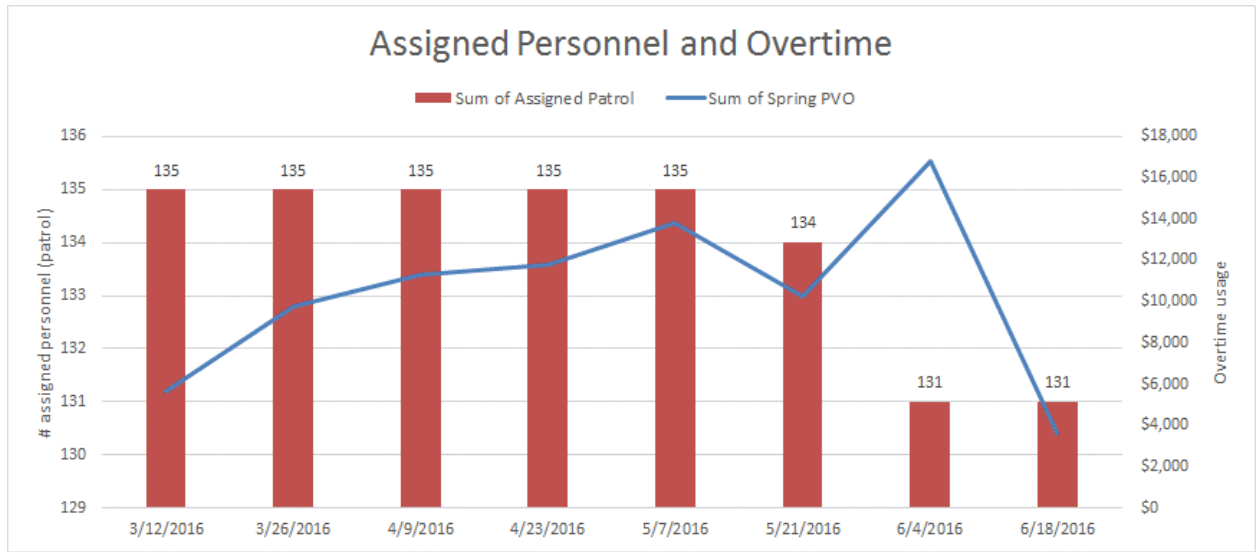
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District 5



District 5



POLICESTAT MEMORANDUM

PIVOT STRATEGY IMPLEMENTATION

Tasks	Status	Timeline					
		Apr	May	Jun	Jul	Aug	Sep
Examine and integrate crime and place datasets	Complete						
Analyze persistent crime and nuisance trends to identify potential places for intervention	Complete						
Identify key city personnel, community partners, service providers, and legal aid and community development representatives to serve on board and lead stabilization/sustainability teams.	Modified						
Identify industry/organization agents (e.g. Rental Association) to meet with board and advocate for owner interests and offer best practice crime reduction strategies	Modified						
Create CPD place based investigation team(s)	In Progress			X			
-----Interview, Select, and Assign PIVOT Supervisor	---Complete						
-----Interview, Select, and Assign PIVOT Squad Investigators (2 investigators currently assigned to PIVOT)	---In Progress			X			
-----Obtain equipment necessary for PIVOT operation (i.e. office equipment, tablets, cameras, vehicles)	---In Progress			X			
Partner with offender-based efforts and City Solicitor to coordinate intelligence gathering	In Progress	* Ongoing with no timeline restrictions					
Identify interventions to disrupt criminal opportunities	In Progress		X	X	X	X	
-----Criminal/civil place-network investigations	---In Progress		X	X	X	X	
-----Cooperative Problem Solving projects/CPTED	---In Progress		X	X	X	X	
-----Work with City Departments to determine viability of place-changes	---In Progress		X	X	X	X	
Meet with property landlords/owners and offer support services	In Progress			X	X	X	
-----Send letters to most frequent addresses by volume (notice)	---Complete						
-----Economic Development to offer/discuss City business retention	---In Progress			X			
-----Extend offer of Landlord/Tenant, Commercial Business Training	---In Progress				X		
Pursue voluntary compliance with owners	In Progress		X	X	X	X	
Pursue Criminal/Civil remedies where appropriate	Pending						
Train and educate owners and community members of identified locations	Pending						
-----Landlord Tenant Training held	-Pending						
-----Business Training held	-Pending						
Work with communities to implement strategies to sustain reductions and violence at identified locations	In Progress		X	X	X	X	
-----Identify interested community members	---Complete						
-----Establish meeting(s) to discuss cross-supporting efforts	---Complete						
-----Ensure any/all community-police support is provided	---In Progress		X	X	X	X	
Produce place based investigation guide to replicate approach in other violence prone places	Pending						

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OT AUDIT

Subject: **Semi-Annual Audit of Overtime for District's, Investigative, Neighborhood and VCS Units**

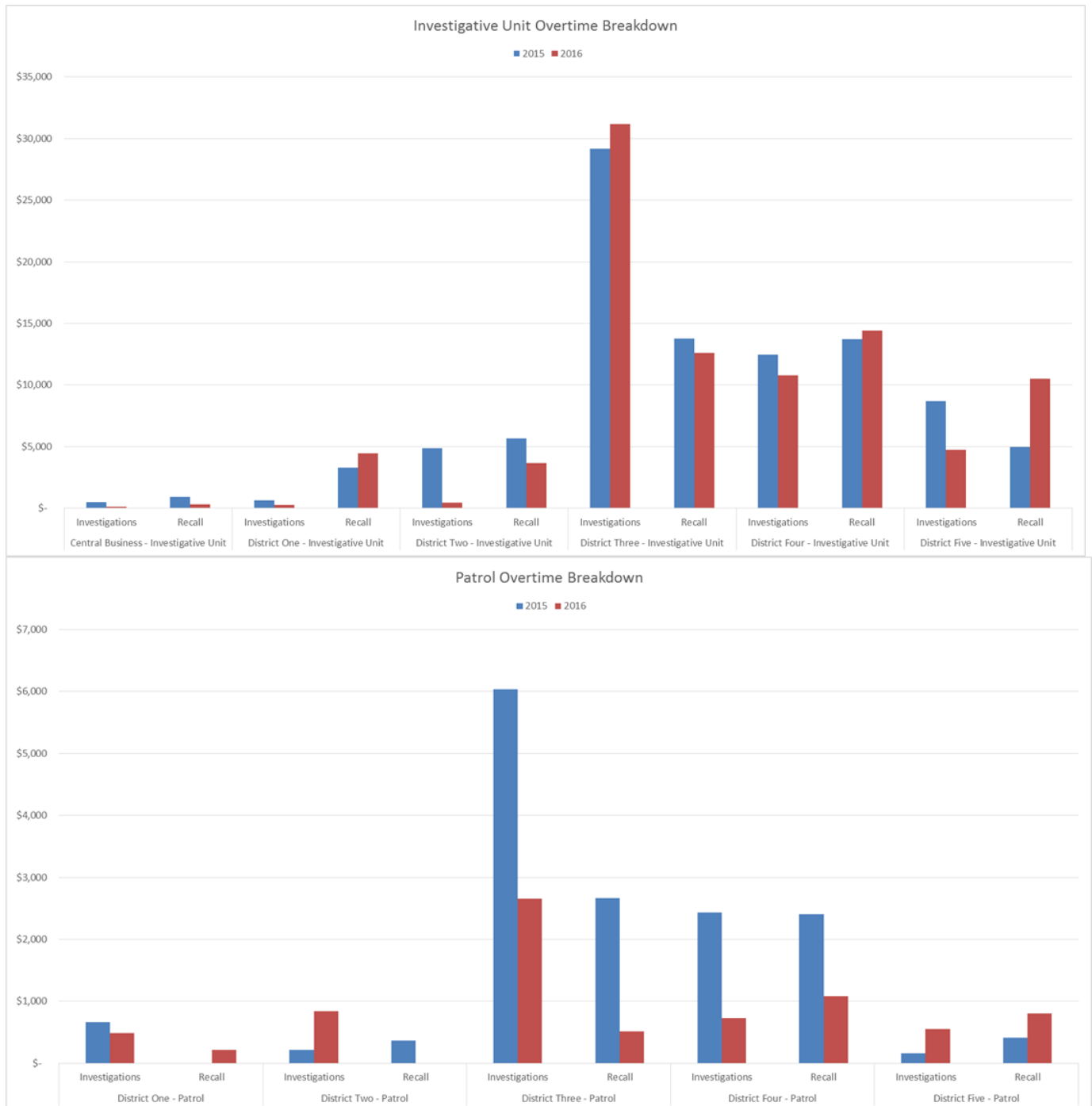
Inspections Unit conducted a Semi-Annual Audit of Overtime usage for the period of July 1, 2015, through December 31, 2015. This audit included the following units: All District's, District Investigative Units, Neighborhood Liaison Units, and VCS Units. These overtime amounts include the following categories: **events, investigations, late radio runs, meetings, personnel shortages, recalls, and reports.**

Inspections Unit recommends this form be routed through the respective bureaus to the affected districts, sections, or units for review, further analysis, and to solicit recommendations to reduce or minimize overtime usage.

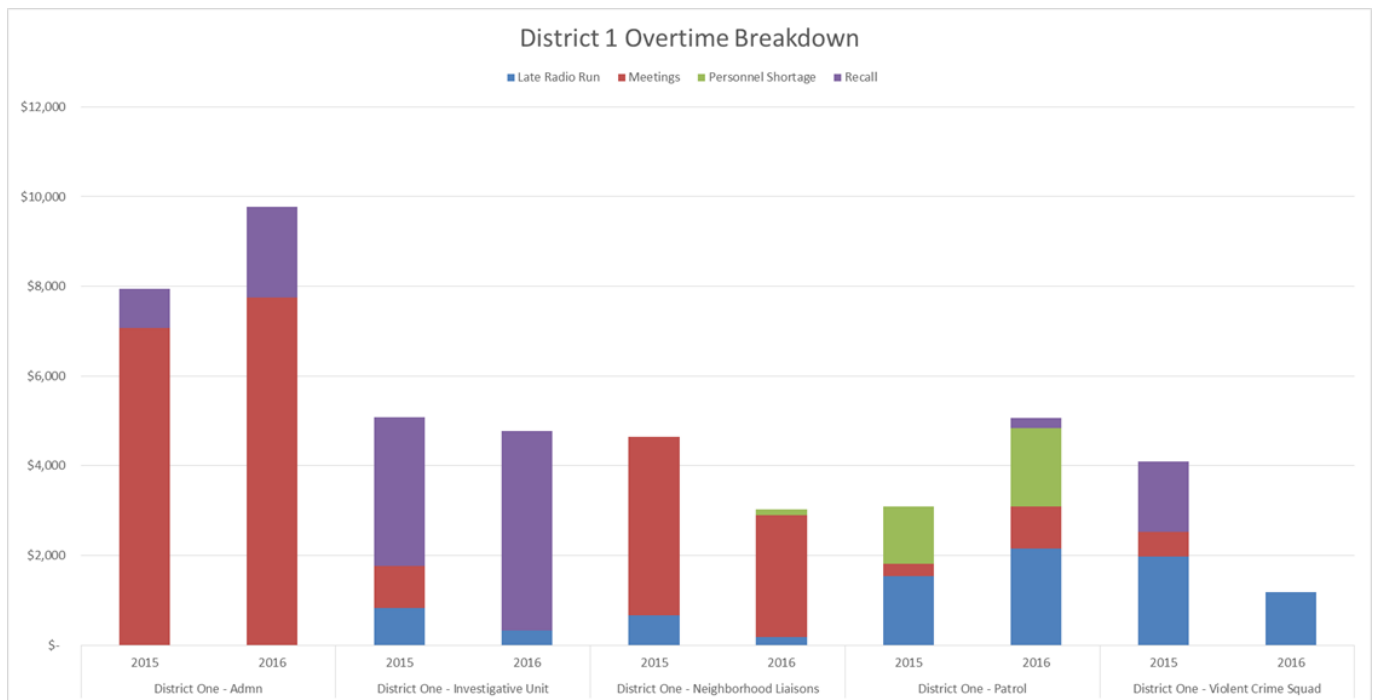
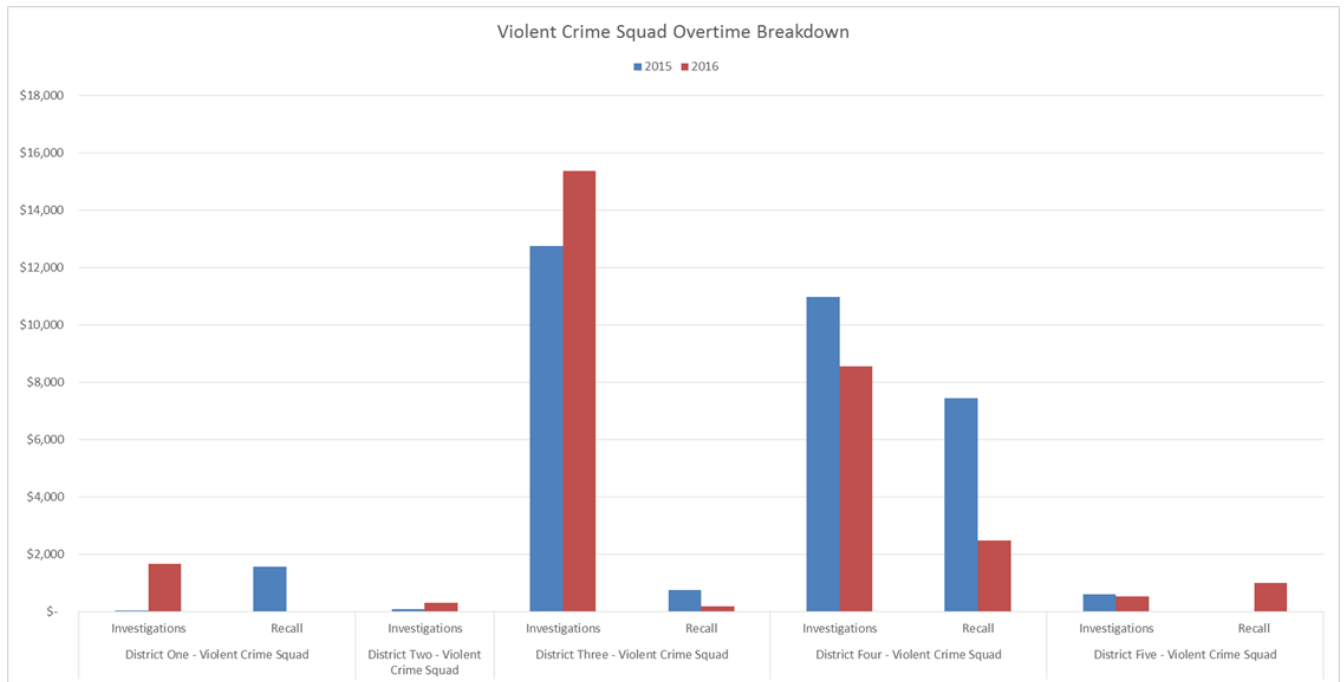
1. **Shift Schedules:** Things to consider are how long the schedule has been in place? Do the employees like the schedule? Is the schedule meeting operational demands?
2. **Match Staff Level with Work Demand:** The second area of consideration is matching staffing levels with work demand: Does the work demand fluctuate over the course of a day or week? If so, then looking at staffing adjustments per shift may offer operational improvements.
3. **Monitor Absenteeism:** Closely monitor absenteeism, high absenteeism levels can increase overtime levels as employees are required to cover extra shifts and can increase stress and fatigue. 25% of absences are due to stress and feelings of entitlement.
4. **Cross-Training:** When only a small percentage of a workforce is capable of completing a specific task, overtime distribution can be greatly skewed. Cross-training officers allows for overtime reduction and the work to be more evenly distributed.
5. **Personnel Shortages:** A lot of overtime occurs when districts and shifts are understaffed for various reasons such as transfers, promotions, etc.

The Inspections Unit believes the following categories: **events, investigations, late radio runs, meetings, personnel shortages, recalls, and reports**, represents the majority of incremental overtime usage and understands that all amounts may not have been captured for various reasons, such as coding issues on 68P's and interpretations from one time keeper to the next based on the reason indicated on the individual 68P.

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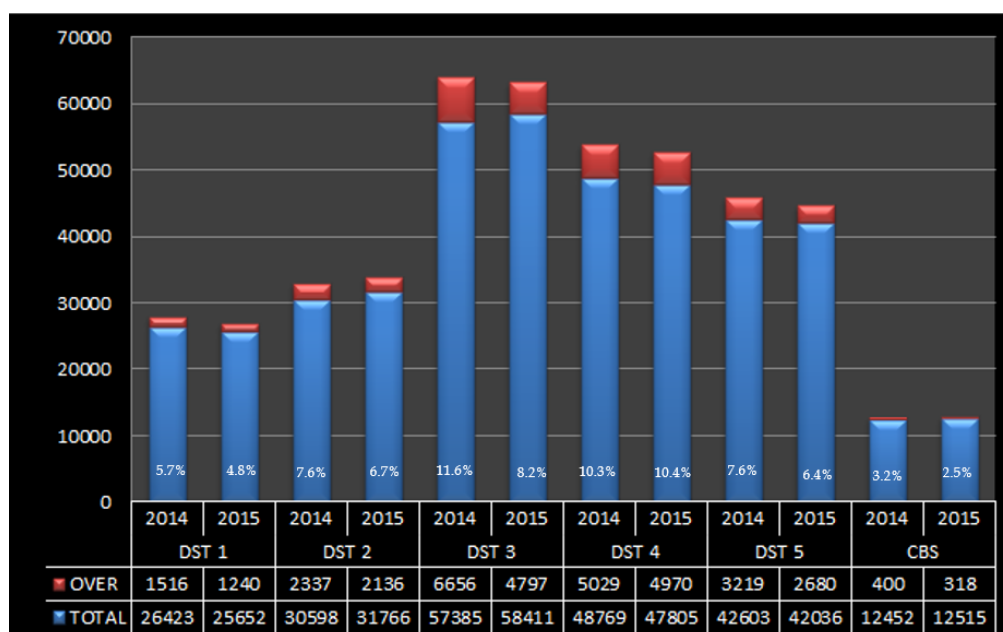
POLICESTAT MEMORANDUM

PERFORMANCE AGREEMENT REVIEW

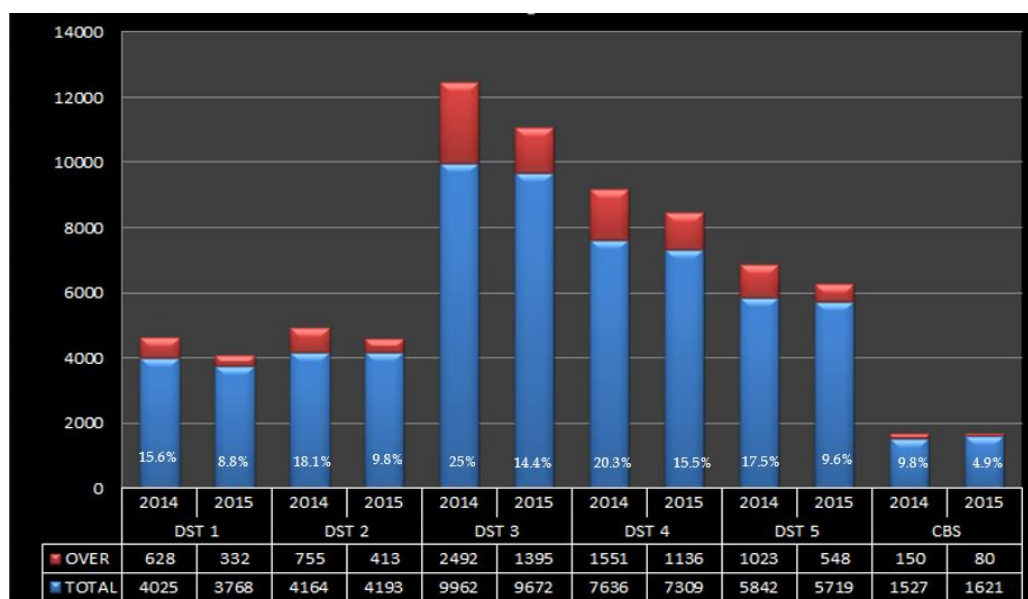
City Priority	Department Objective	Milestones for success
Safer Streets	Reduce Violent Crime.	<ul style="list-style-type: none"> - Reorganize the structure of the Police Department (Bureaus, Sections and Units) - Enhance communication and coordination among all CWV law enforcement team partners - Continue coordination and implementation in collaboration with CWV services and outreach functions. - Formation of PIVOT City working team - Work with City Team and Community Partnering Center to establish community sustainability component.
	Improve Effectiveness of the Emergency Communications Section.	<ul style="list-style-type: none"> - Hire and retain adequate personnel - Enhance training and record keeping - Adjust shifts and staffing to facilitate high volume periods - Implement new CAD system
	Timely Coordination and Information Sharing with Citizen Complaint Authority (CCA) on CCA Case Investigations and Patterns Report Remediation.	<ul style="list-style-type: none"> - Coordinate with CCA on providing necessary information related to allegations investigated by CCA - CPD report results of CCRP complaints to CCA - Create a team of CPD (IIII), CCA and community representatives to review and discuss the CCA Patterns Report - Determine additional categories/criteria for pattern of complaint circumstances - Develop a problem-solving project to address pattern officers, citizens and circumstances
	Body Camera Implementation.	<ul style="list-style-type: none"> - Complete a testing/pilot program to determine BWC vendor and processes - Purchase BWC systems and necessary/related equipment and components - Hire and train Records personnel for redactions and records requests - Train sworn patrol officers on the BWC system and metadata process - Implement BWC systems for remaining Department officers - Finalize protocols re: usage, redactions, etc. - Direct access for prosecutors to view BWC footage
Thriving & Healthy Neighborhoods	Community Engagement & Development.	<ul style="list-style-type: none"> - Formation of the City team - Development of community planning and working groups - Department personnel deviated to the community sustainability function - Implementation of a community rebuilding planning protocol - Community Partnering Center inclusion
Fiscal Sustainability & Strategic Investment	Upgrade Information Technology Systems.	<ul style="list-style-type: none"> - Continue enhancements to the Department's Records Management Systems - Planning, development and implementation of a Real Time Crime Center - Pursue and enhance utilization of new intelligence technologies such as NIBN, Shot Spotter, facial recognition - Continue growth and implementation of cameras, including body cameras - Replace in car technologies such as the outdated mobile data computers to improve reporting
Growing Economy	Participation in Economic Inclusion Efforts.	<ul style="list-style-type: none"> - Ensuring there is an inclusion liaison appointed to work closely with the Economic Inclusion - Consistent and on-time data entry of contracts into the B2GNow inclusion tracking system
Innovative Government	Focus on Performance Management to Improve Service Delivery.	<ul style="list-style-type: none"> - Participation in annual Performance Agreement process - Self-assessment and evaluation based on Performance Agreement - Participate in CincyStat sessions as requested - Ensure representation in Innovation Lab events as needed and follow-up on recommendations relevant to the department - Implementation and use of Customer Satisfaction Surveys
Innovative Government	Participation in Enterprise IT Governance.	<ul style="list-style-type: none"> - Provide an updated inventory of all IT systems - Department IT representation at IT Governance meetings as requested - Proactive communication and discussion with IT Governance regarding upcoming and planned IT purchases

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CITYWIDE CFS DISPATCH

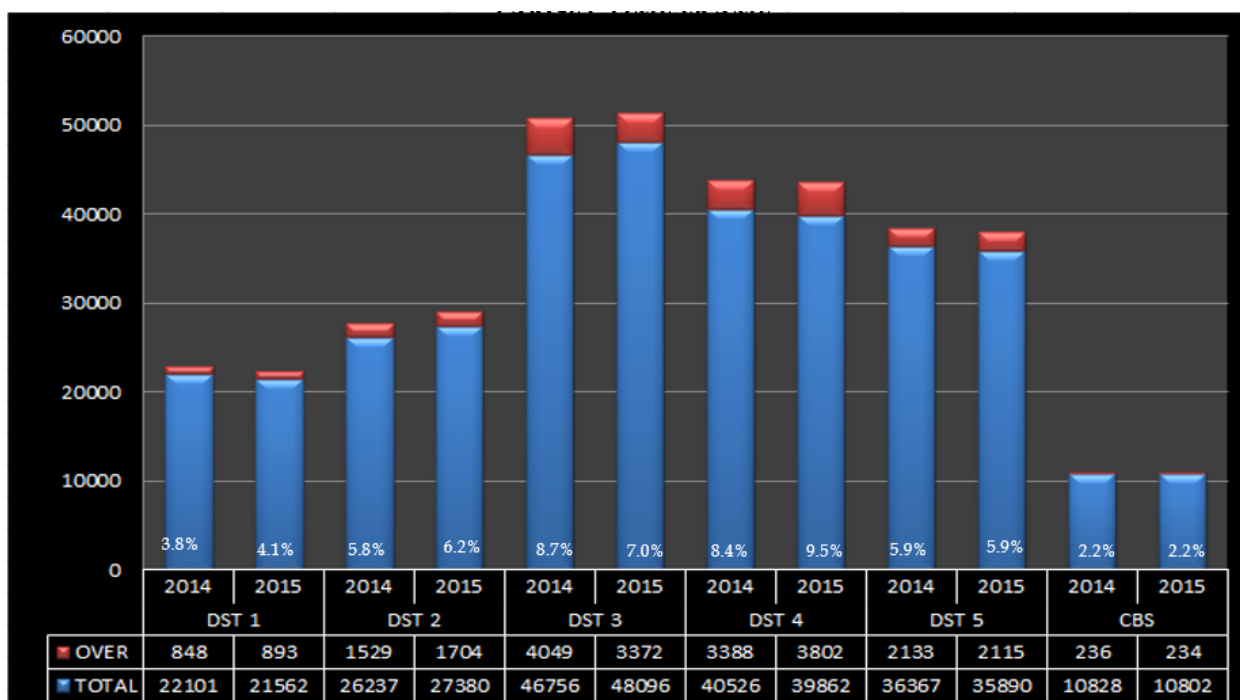


CPD OFFICERS RESPONDED TO 218,230 CALLS FOR SERVICE IN 2014 & 218,185 IN 2015. IN 2014 8.8% CALLS WERE HELD FOR OFFICER AVAILABILITY OVER THE TARGET TIME FRAMES AND 7.4% IN 2015.



PRIORITY 2 & 3 CALLS FOR SERVICE ARE URGENT CALLS WITH AN EXPECTATION OF A QUICK RESPONSE. THE PERFORMANCE OBJECTIVE FOR CPD IS TO HAVE OFFICERS DISPATCHED UNDER 6 MINUTES. IN 2014, CPD RECEIVED 33,156 PRIORITY 2 & 3 CALLS AND WERE DISPATCHED TO 26,557 CFS WITHIN THE TARGET TIME FRAME. IN 2015, THERE WERE 32,282 PRIORITY 2 & 3 CALLS AND WERE DISPATCHED TO 28,378 WITHIN THE TARGET TIME FRAME.

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PRIORITY 4-7 CALLS FOR SERVICE ARE ROUTINE CALLS WITH AN EXPECTATION TO RESPOND WITHIN A REASONABLE AMOUNT OF TIME. THE PERFORMANCE OBJECTIVE FOR CPD IS TO HAVE OFFICERS DISPATCHED UNDER 56 MINUTES. IN 2014, CPD RECEIVED 182,815 PRIORITY 4-7 CALLS AND WERE DISPATCHED TO 170,632 CFS WITHIN THE TARGET TIME FRAME. IN 2015, THERE WERE 183,592 PRIORITY 4-7 CALLS AND WERE DISPATCHED TO 171,472 WITHIN THE TARGET TIME FRAME.